



Enrollment Management – *Why Should I Care?*

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SUNYCAC Conference
Glens Falls, NY
November 14, 2007



What We'll Cover

- Definitions of Enrollment Management
- Goals of Enrollment Management
- Institutional Goals and Targets
- Individual Office Roles in SEM
- Cross-functional Partnerships
- Best Practices
- Conclusion



Definitions – Enrollment Management

“Enrollment management is an organizational concept and a systematic set of activities designed to enable educational institutions to exert more influence over their enrollments. Organized by strategic planning and supported by institutional research, enrollment management activities concern student college choice, transition to college, student attrition and retention, and student outcomes.”

Don Hossler, Vice Chancellor for Enrollment Services,
University of Indiana



Definitions – Enrollment Management

“Enrollment management is a process, one that brings together often disparate functions having to do with recruiting, funding, tracking, retaining, and replacing students as they move toward, within, and away from our institutions.”

Boston College, Bridge Magazine, Fall 1976.



High Level Goals of Enrollment Management

- Gain an operational advantage
 - Improve customer service
 - Provide seamless student service
- Gain a strategic advantage
 - Use data to drive decision making
 - Use data to develop and evaluate targeted initiatives

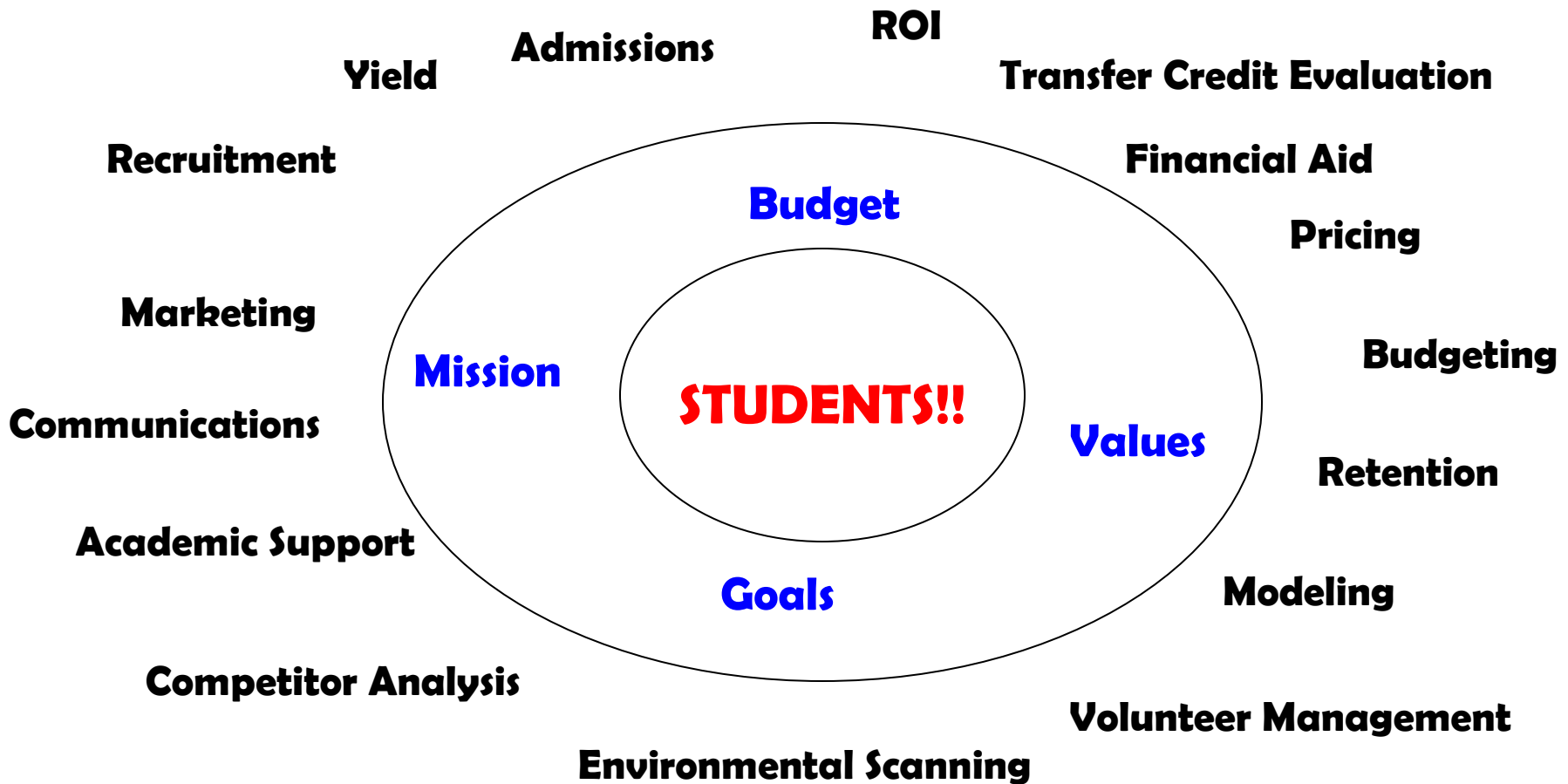


Targeted Goals of Enrollment Management

- Improving conversion rates at inquiry, application, and enrollment stages
- Increasing net tuition revenue
- Achieving institutional goals for class composition (quality, ethnic/geographic/economic diversity)
- Improving retention rates
- Increasing demand



What Does SEM Involve?





Institutional Goals and Targets



“You’ve got to be very careful if you don’t know where you’re going, because you might not get there.”

Yogi Berra



Institutional Goals and Targets - Constraints

- Overall enrollment – budget vs. desired goal
- Housing capacity
- # of first-year seminars available
- # of graduates to replace
- Administrative capacity
- Advising support
- Historical student attrition
- First-year enrollment
- Financial aid budget
- Athletic recruitment goals
- # in off-campus study
- Academic capacity
- Pricing/NTR/discount rate expectations



Institutional Goals and Targets - Considerations

Understand how constraints impact institutional goals?

- Analyze historical trends
- Benchmark with competitors
- Use the data to drive decision making



Institutional Goals and Targets - “Satisficing”

- **Satisficing** – (noun) meaning acceptance of less than the ideal. The principle that in most cases people seek to obtain a satisfactory solution, not necessarily the optimum one.
- *Why?* Because there are usually multiple and competing goals and targets so a single, “optimal” solution is not always possible.



Institutional Goals and Targets



- Establishing goals is both a challenge and an incredible balancing act.
 - Stay true to the mission
 - Weigh short-term vs. long term goals
 - Let the data drive the decision!



Prediction is an Art, Not a Science

“...as we know, there are known knowns; there are things we know we know.

We also know there are known unknowns; that is to say we know there are some things we do not know.

But there are also unknown unknowns – the ones we don't know we don't know.

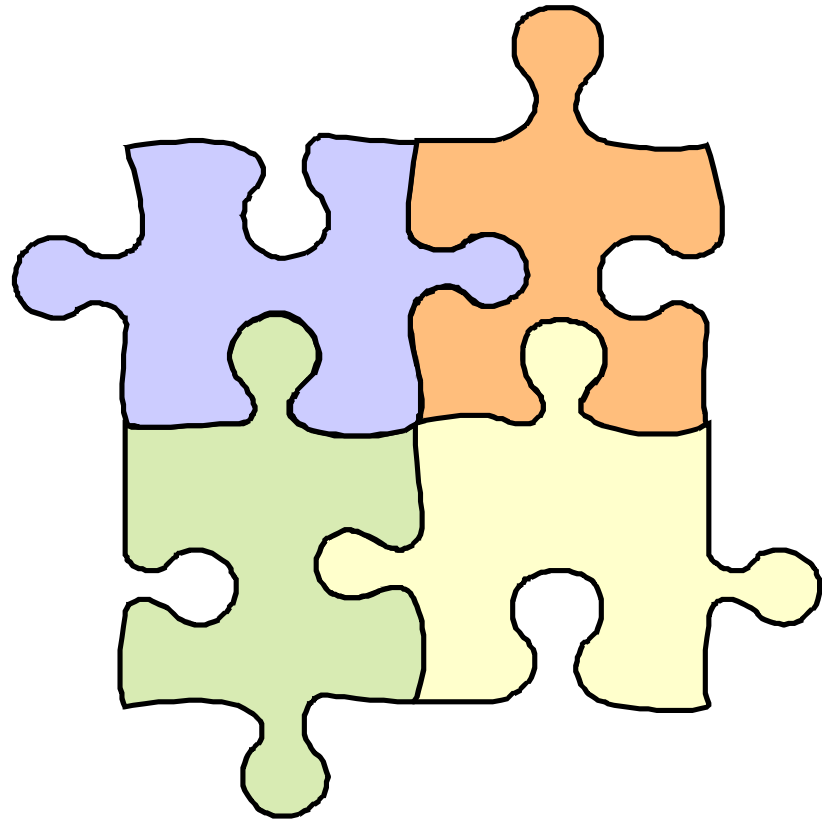


Donald Rumsfeld



Individual Office Roles in SEM

- Several offices/ departments have valuable roles – some large, some small – in strategic enrollment management.
- Fitting them all together is the secret to success!





Role of Admissions

- Key player in enrollment management
- Gatekeeper/enabler – recruit and select
- Marketer - make institution both visible and attractive
- Communicator – targeted (both electronic and written) to appeal to different subpopulations, i.e. resident/commuter
- Must know the campus inside and out



Role of Financial Aid

- Also a key player –has a dual purpose
- *First*, providing financial aid from all sources to make the institution affordable for all students
- *Second*, strategic use of campus based aid (merit, talent, etc.) to shape the class and especially meet NTR goals
- Must follow federal regulations, think strategically, behave ethically, and mind the budget like your own checkbook



Role of Institutional Research

- Should play a major role – but often either doesn't exist on campus or isn't involved
- Effective recruitment programs must analyze trends in characteristics, attitudes, and values of prospective students
- Must use data to drive effective and strategic decision making efforts
- Study the impact of various programs, marketing efforts, and financial assistance



Role of Student Accounts

- Information about deposits is valuable in predicting who is coming, going, or staying
 - Housing deposits for returning students
- Monitor student account receivable for trends in affordability issues, retention concerns, and rising parent/student debt



Role of Registrar

- Monitor use of and capacity issues related to academic space
- Track class cohort enrollments and provide census reports
- Communication and information bridge between faculty and other student service offices
- Provide historic data for enrollment projections
- Develop articulation agreements
- Perform credit evaluations



Role of Academic Affairs/Faculty

- Provide academic advising
- Provide first-year program academic support services and tutoring centers
- Establish appropriate relationships with students
- Highlight departmental strengths – especially success of students and graduates
- Participate in recruitment events
- Build relationships with faculty at community colleges



Role of Student Affairs/Life

- Create engaging orientation programs for students (freshmen and transfers) and parents
- Create opportunities for students to connect and bond with the campus community early in their first year
- Arrange for additional support for various subpopulations such as international and multi-cultural students
- Foster student interaction and connection to campus outside the classroom



Role of Career Services

- Provide career counseling services and experiential opportunities, especially for undecided
- Establish the case for return on investment (ROI). Success stories are all over – TELL THEM!
 - Highlight successful alumni
 - Brag about good graduate/professional school placement rates
 - Provide examples of major employers of graduates



Role of VP Finance

- Key player in setting financial targets:
 - Financial aid budget
 - Net tuition revenue goal (NTR)
 - Discount rate goal
 - Pricing (tuition, fees, room & board)
- Must be aware of resource needs (staff, supplies, and funds)



Role of Residential Life

- Knowledge of housing capacity:
 - For new students
 - For students returning from study abroad/away
- Responsible for oversight of dining needs/services
- Staff in “front line” of duty for building personal relationships with students and identifying academic/personal issues that could pose retention issues



Role of Athletics

- Provides additional recruitment staff for admissions
 - Must work with admissions to establish targets for prospects/applicants/admits/enrollees
- Another vehicle for students to connect to campus and build personal relationships
 - *Note: also increased risk of withdrawal if experience with coach/team is not satisfying*



Cross-Functional Partnerships

MUST
BREAK DOWN
SILOS
AND END
TURF WARS!!!





Cross-Functional Partnerships

- Some offices will overlap and interact more regularly than others
- Examples of critical relationships:
 - Admissions/FA/Institutional research
 - FA/student accounts
 - Faculty/Registrar
 - Career Services/Admissions/Advising
 - VP Finance/Admissions/FA



Cross-Functional Partnerships

Worst case scenario

Admissions

Faculty

Res
Life

Institutional
Research

Student
Accounts

Financial
Aid

Career
Services

Registrar

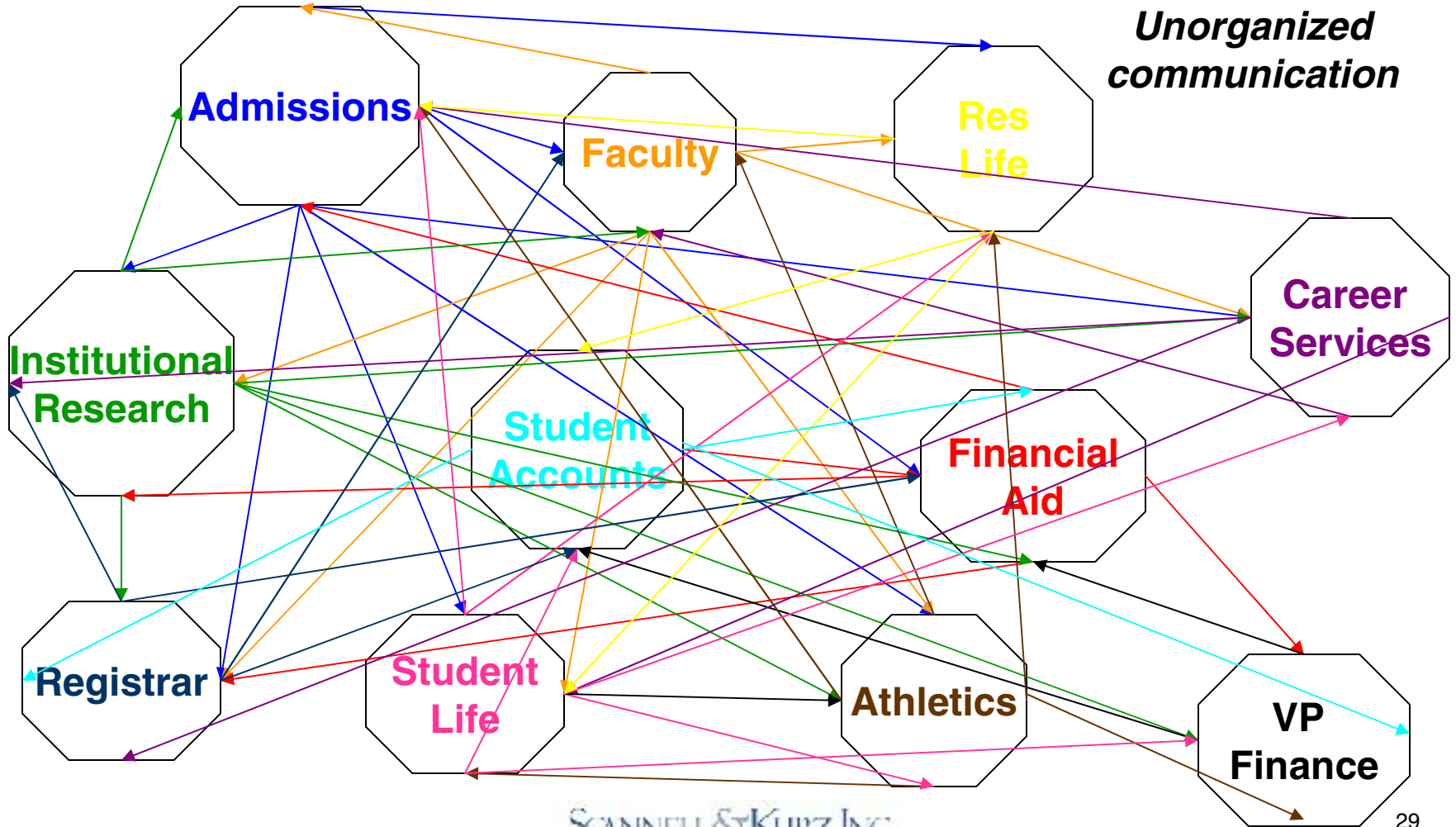
Student
Life

Athletics

VP
Finance

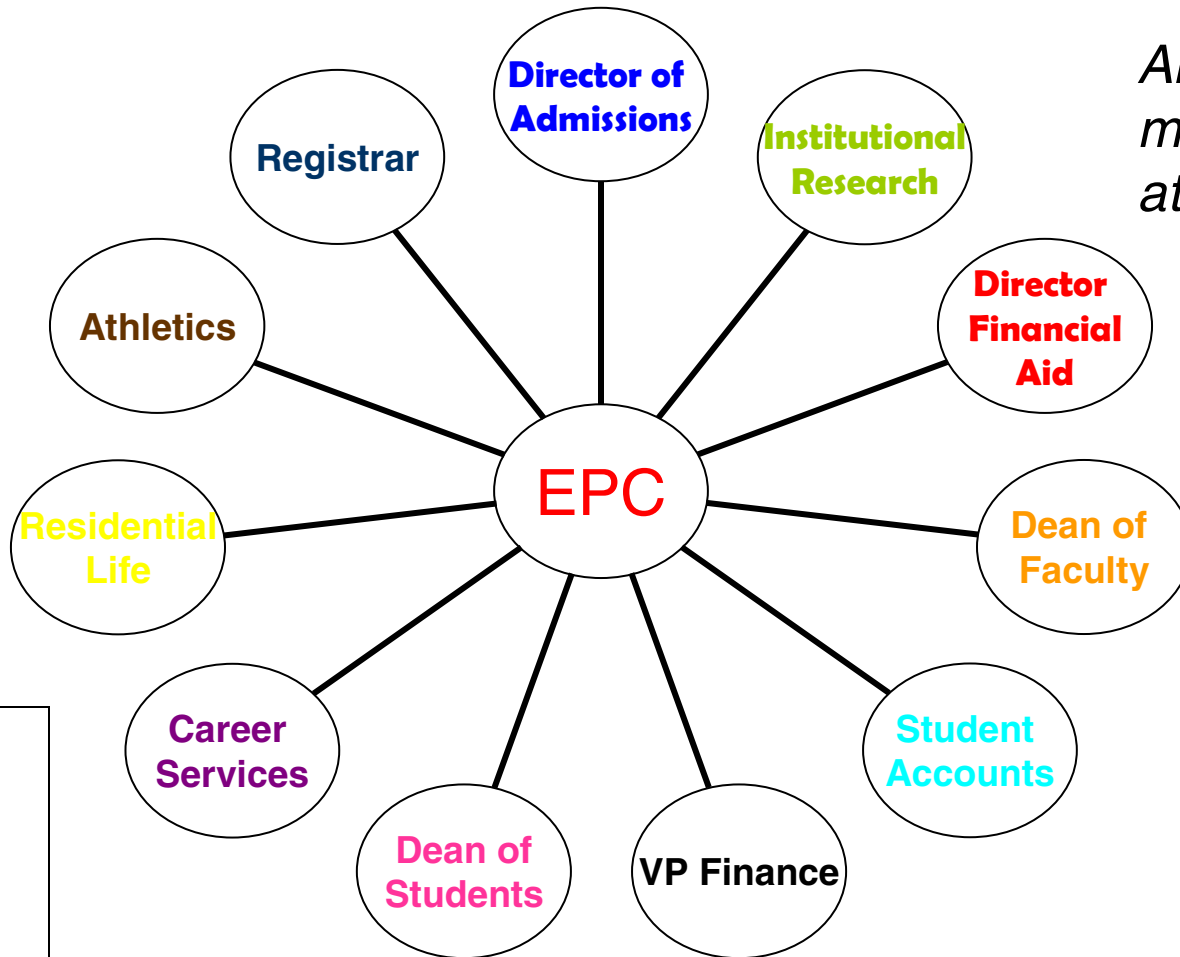


Cross-Functional Partnerships





Best Practices – Establish An Enrollment Planning Committee



All the players must have a seat at the table!!!

**Enrollment
Planning
Committee**



Best Practices – Establish An Enrollment Planning Committee

- May be small core of EM staff plus invited guests as necessary
- Regular/on-going meetings
- Must have a clear charge
- Documented minutes to share
- Sub-committees if necessary

- **USE DATA ANALYSIS TO DRIVE DECISIONS!!!!!!**



Best Practices – Examples

- Iowa State – retention analysis
 - Student Life/Academic Affairs worked together to create “living learning centers”
- Oklahoma Christian University
 - Financial Aid/Student Accounts merged the student account receivable and created “Personal Financial Counselors”
- Gettysburg College
 - VP of Enrollment deliberately and intentionally includes offices beyond those traditionally associated with enrollment management (CFO, Athletics, Dean, Academic Affairs)
- Do you have an example to share?



Best Practices (continued)

- Everyone on campus is a recruiter!!!!
 - Understand *YOUR* role on the team
- Reporting lines don't matter
 - Shared goals do!
- There are no second class citizens
- Joint accountability for success and/or failure of reaching goals



Best Practices (continued)

- Develop a multi-year enrollment management plan with specific goals for new and continuing students
- Staff and fund efforts to meet goals
- Think long term: academic experience; experiential education; extra-curricular involvement; retention, career, and societal success
- Focus on institutional core mission and goals



Conclusion

- All campus departments and individuals have a role in strategic enrollment management
 - Whether it's academic, student service, extra-curricular – IT MATTERS!
- How you interact with students/colleagues influences the college experience and determines the overall atmosphere
- Understand your role and play it the best that you can



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